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Continued File 2

DDR-Dupe

23 September 1964

MEMORANDUM TO: []

SUBJECT : Informal Progress Report on "Study of P.I. Performance"

1. [] spent the week of 14 September here working closely with a few P.I.'s (who will not participate in the tests) to ferret out information on the San Diego coverage. [] returned from the West Coast where he obtained excellent ground photography in support of the aerial coverage.
 2. The aerial coverage was good but not entirely satisfactory: we would have liked a greater degree of sun angle between passes over the same area. Also, there was some image motion in one direction which appeared sporadically throughout the mission.
 3. [] resolution targets read about [] in one direction and [] in the other direction. Thus, the best resolution we can test for is []. From that point we (F.S., D.B., F.F., R.W.) agreed upon the following range of resolutions: [] Expansion of the larger end of the range was some sort of peace offering to [] as well as a sensible range for testing.
 4. This week, 21-25 September, Don and Al are working in Santa Barbara on the actual test questions, and they expect to return to administer the tests the following week (28 September).
 5. We ran into a problem relating to Don's hesitancy to get approved, secured storage for his West Coast facilities: [] again came through for us by persuading the Projects Office to declassify Secret material (3X enlargements of San Diego coverage) so that Don could work at his own facilities. It was pretty difficult justifying his working there as opposed to remaining here. It was not only his personal preference but also the advantage of being able to work right through evening and weekend hours that convinced Dutch; it was the fact that the coverage resembled any low altitude coverage commercially available that convinced the Projects Office. We all questioned []'s sagacity in classifying the stuff Secret to begin with.
- (We must keep after Don to obtain some secure storage area. It's naive to assume that he will have no future need for such.)
6. [] has been very helpful -- particularly in collecting the desideratum from the requirements people.

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7. [] raised his ugly head once again. He dropped in when [] were here, and in so many words assailed the experimental design of the accelerated study as well as the statistical competency of the contractors. It was enough of an annoyance to get through even to Don. Les stated that, prior to testing, he wanted to review the experimental design and make appropriate modifications. He seems to want in a two-month effort what only a two-year study can accomplish. We've all reiterated the sacrifices of the accelerated study and realistically agreed to a few of the less harmful ones.

Needless to say, we have neither the time nor the foolhardiness to allow [] to make mincemeat of the test for his own ends.

All of his latest comments and criticism are not the least timely, are repetitious and should have been summarized and delivered in response to the "pilot study -- which, by the way, he now calls utterly useless."

I think we owe our contractors the guarantee of being insulated by us against such poorly-timed interruptions by []. If another instance occurs, it would be helpful if you took a heavy hand to him and requested him to deal through this office and not directly with the contractors while they are working. Another simple technique to use in combating his misplaced energies is to convene a meeting whenever he wants to talk with us with at very least you and/or []. Frank and I in attendance. Otherwise our two contractors will be at the beck and call of two seemingly divergent interests.

8. [] had a 5-minute meeting with [] -- to report on the progress of the project. [] Don said was not aware of the accelerated study and had no idea where the dictated time element came from.

I question whether or not we should restrain our contractors from free-lancing around the sixth floor: this instance showed up our internal liaison as weak. It would seem our responsibility to keep Mr. [] informed. On the other hand, the short chat did serve to inform [] of some details about the 2-month effort and to appeal to him for release of P.I.'s (about 50) for maximum one-and-a-half day stints, about five or more at a time, for testing.

9. [] has been having his "GEM-making" group work through weekends, and Don and Al will be under much pressure for the next three weeks on their part of the effort.

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I have spoken with [] about deadlines on this two-month study, and he appreciates the problem and our need to know, for the sake of the testing, if there is leeway in the 15 October deadline which you set. Our discussion was at my request and primarily for his information, so that he might discuss the matter with you in my absence.

The contractors have not requested more time, but it is apparent that another week or so for the testing and statistical phases would be beneficial to the study. It will be difficult enough to schedule the time of P.I.s, let alone to cope with the workload that two missions coming in around the week of testing will bring to the Center.

If the deadline you have set up is in anyway arbitrary or flexible, I would strongly recommend that you offer the contractors an additional week or two. [] should be notified if this is possible and he, in turn, will contact the contractors.

10. Finally, I think that -- after this short effort is complete -- we must decide on a very important measure which we are then responsible for enforcing: namely, there should be a hands-off policy on the two-year study which is to follow. It should be allowed to progress uninterrupted by brushfires.

Our only other alternative is to dismantle the larger study and appoint [] and associates on a consulting basis -- as a sort of fire brigade to respond to our short-term needs. We cannot ask both kinds of tasks of so few people who should rightly be used for more thorough efforts.

[]

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